

17 December 1981

STATE OF THE OFFICE

I. NEW YEAR

- A. A time for reflection/reassessment on 1981.
- B. A time to recharge our batteries and recommit ourselves.
- C. A time for renewed motivation from the top down.

II. HISTORICAL BACKGROUND

- A. A succession of strong, forceful leaders/personalities.
- B. A long history and a strong tradition. Good roots.
- C. An office with considerable "clout" - power and access.
- D. An office on the defensive after Watergate and Turner.

III. STRENGTHS

- A. Excellent spokesman for the office - knowledgeable and articulate.
- B. A good combination at the top - can complement each other.
- C. Dedicated (but individualistic) senior managers.
- D. An office image of being responsive - good at putting out "fires."
- E. By and large, a good career service, with capable young officers.
- F. Morale appears to be on the upswing, with some mixed reviews.
- G. Some recent significant office successes - [redacted],
[redacted] Area Security Program, PD reorganization, etc.
- H. Space in Headquarters, the seat of power and influence.

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IV. POSSIBLE WEAKNESSES

- A. A perception of compromise. Vacillation image. Committee approach.
- B. Some erosion of security clout. Too many inroads into security.
- C. A need for better staff work, looking at all sides of the issue, and then the backbone to stand firm/defend.
- D. A need for more teamwork at all levels --too much protection of "turf."
- E. A need to let managers manage. Bugged down in minor details.
- F. A need for better time management/discipline. Be on time for meetings or send a strong spokesman that you will support.

V. APPROACHES/SUGGESTIONS

- A. More self-criticism and truly constructive criticism by all.
- B. Smaller mini-conferences, with no agenda, in an informal atmosphere, in 1/2 day doses.
- C. Deal less with special assistants, and press a program of rapport at the top.
- D. Fewer snap decisions. "I'll get back to you" approach.
- E. Short, one page, informal, personalized AWP's to supplement but not replace the more bureaucratic AWP organizational objectives.
- F. More mini-meetings on substantive security issues, and less time on personnel management matters.
- G. More courtesy/respect for the opinions of others. Argue to the point of decision and then drop it.
- H. More sense of team play - as an office, pulling together in one direction.
- I. A little less focus on the flow of papers to the seventh floor, and a heavier emphasis on personal contact.
- J. More direct involvement and active participation by DDs, who often are negative critics on the sidelines.
- K. There should be some candid dialogue between and among the senior officers after the holidays.

VI. DISCUSSION ITEMS/EXAMPLES

- A. The [] issue. Why such strong emotion?
- B. The June [] management conference. Why did it fail, and where was the give and take?
- C. The senior officers meeting. Why the shouting matches, which provided more heat than light? Why the poor communications?
- D. The panel system in the office. Why is there so much built-in frustration on all sides? Do other offices have this problem?
- E. Action items from the Inspector General report. Why is there so much foot dragging, and opposition to change?
- F. The Christmas party. Was this a committee failure, or is it indicative of other problems relating to morale, the economic situation, individual unit functions, or "all of the above"?